



This evaluation reflects the Chairman of the Board of Selectmen's compilation of the Selectmen's feedback and will be typed before being filed in the Town Manager's personnel file. This document may be released for public viewing.

## **TOWN OF NORTH ANDOVER**

### **TOWN MANAGER PERFORMANCE EVALUATION**

ANDREW W. MAYLOR DECEMBER 16, 2015 – DECEMBER 15, 2016

#### **INTRODUCTION**

A performance evaluation of the Town Manager can result in substantial increases in municipal productivity. The evaluation process itself enhances communication with the governing body and strengthens the management team.

A positive or constructive evaluation will instill confidence in the Town Manger and motivate that individual to a higher level of performance. The evaluation can identify real or perceived problems and give the team an opportunity for corrective action before the problems cause serious discord.

The evaluation session must reflect the thinking of the entire governing body. A carefully constructed evaluation process can be a very positive tool; it must be taken seriously and used wisely.

#### **FREQUENCY OF EVALUATION**

A comprehensive performance evaluation should take place at least annually. The annual evaluation should be scheduled well in advance to permit preparation time and to avoid having an evaluation scheduled due to a single problem.

Ample time should be scheduled for each step in the evaluation process. Hurried sessions will not encourage communications, team building or the identification or problems.

#### **THE EVALUATION PROCESS**

##### **Section I.**

Each member of the Board of Selectmen is to evaluate the Town Manager on each of the items listed by circling the appropriate number rating. Also provided under each major point are lines for comments. These written comments are essential in providing explanations for a rating given.

#### **RATING**

1. Not enough information to answer
2. Improvement Needed
3. Satisfactory
4. Good Performance
5. Outstanding Performance

**PERSONAL DEVELOPMENT** - An effective policy maker must develop personal characteristics, which are conducive to the smooth operation of the governing body and government.

1	2	3	4	5	Takes responsibility seriously and works hard.	5.0
1	2	3	4	5	Is sensitive to residents, staff and media.	4.6
1	2	3	4	5	Is tactful, diplomatic and tolerant.	4.6
1	2	3	4	5	Has a positive approach to position.	5.0
1	2	3	4	5	Recognizes and learns from past mistakes	4.6
1	2	3	4	5	Devotes time and effort to personal and professional excellence.	5.0
1	2	3	4	5	Respects opposition.	4.3
<b>Average by Selectmen</b>						<b>4.8</b>

**COMMENTS:**

Andrew is a more than competent leader. He has a vision and knows how to get people on board with his ideas. His processes are thoughtfully laid out. Andrew works very hard and takes his job seriously. He does have a plan but at times does not always engage the Board of Selectmen in the plan or keep the board informed. Andrew is an excellent CEO for North Andover. He has continually demonstrated his exceptional leadership abilities and is highly respected by elected officials, colleagues, staff, community leaders and residents.

**PLANNING** – In order for the government to be efficient and meet its future needs, decisions must be deliberate rather than reactionary. Planning is the instrument of deliberate action.

1	2	3	4	5	Sees the big picture – is aware of the full range of services.	5.0
1	2	3	4	5	Thinks and plans for the long term.	5.0
1	2	3	4	5	Recognizes the need for improvement and believes positive change is possible.	5.0
1	2	3	4	5	Understands all major planning processes and actively participates where appropriate.	5.0
1	2	3	4	5	Is willing and able to prioritize competing needs.	5.0
1	2	3	4	5	Plans for the long term purchasing, replacement and maintenance to Town equipment.	5.0
1	2	3	4	5	Recognizes the value of excellent employee's and uses all reasonable efforts to insure that the best available individuals are recruited and hired.	5.0
<b>Average by Selectmen</b>						<b>5.0</b>

**PLANNING** – In order for the government to be efficient and meet its future needs, decisions must be deliberate rather than reactionary. Planning is the instrument of deliberate action.

**COMMENTS:**

Plan the work and work the plan. Andrew epitomizes his own nature. Andrew excels in this area, he plans and delivers; the AAA bond rating says it all. Andrew has consistently demonstrated an ability to see the big picture – and adjust the plans to meet the desired goals. During the last five years, we have been able to complete numerous major building projects on time and within budget. Under Andrew’s direction we are kicking off the Facilities Master Plan # 2 and a new Town Master Plan. Recognizes the value of excellent employees and uses all reasonable efforts to insure that the best available individuals are recruited and hired.

**TEAM PLAYER** – Excellence in government requires teamwork. A good team member must constantly strive to cooperate with other members of the governing body.

1	2	3	4	5	Understands the importance of teamwork.	<b>4.6</b>
1	2	3	4	5	Willing to develop and work toward common goals	<b>5.0</b>
1	2	3	4	5	Recognizes the efforts and accomplishments of other team members.	<b>4.6</b>
1	2	3	4	5	Spends the time and effort necessary to build the team.	<b>4.8</b>
1	2	3	4	5	Avoids bitter and unfair political rhetoric.	<b>4.8</b>
1	2	3	4	5	Recognizes and respects that staff members are part of the team.	<b>4.8</b>
<b>Average by Selectmen</b>						<b>4.7</b>

**COMMENTS:**

Andrew works incredibly well with the Board of Selectmen and staff alike. On occasion he has “bucked” the system a bit – but in the end we are lucky to have him – as is his staff and all the employees of North Andover. While working toward common goals, the Board of Selectmen members would like to be more involved in certain processes. Andrew does support team work but sometimes pushes through on his plan. I feel Andrew’s best accomplishments in this category are his ability to get the various town departments to collaborate and agree on gives and takes in their budgets, to ensure that each department gets what they need in the year that they need it. I think it is clear, that all members of the staff are part of a larger team.

**CONDUCT AT MEETINGS** – The success of a local government depends on the productivity of the meeting of the governing body.

1	2	3	4	5	Stays on the topic and follows the agenda.	5.0
1	2	3	4	5	Abides by the rules of procedure for meetings.	5.0
1	2	3	4	5	Participates actively in the meeting.	5.0
1	2	3	4	5	Keeps comments concise and does not monopolize the meeting.	5.0
1	2	3	4	5	Prepares for all meetings.	5.0
1	2	3	4	5	Regularly attends meetings.	5.0
1	2	3	4	5	Displays a competent and professional attitude.	5.0
<b>Average by Selectmen</b>						<b>5.0</b>

**COMMENTS:**

Andrew always displays a competent and professional demeanor and attitude. He participates perfectly appropriately at all meetings and events. I think Andrew has done a better job of allowing the board to conduct itself while providing support when necessary. Very organized in meeting preparation. This year, Andrew has changed the position of his seat during Board of Selectmen meetings, in order to allow for more Board input and interaction. This action demonstrates a desire to not be seen as the "Leader" of the meeting but to appear in a more advisory role.

**OVERALL AVERAGE RATINGS**

Personal Development	4.8
Planning	5.0
Team Player	4.7
Conduct at Meetings	5.0

**TOTAL SCORE (Out of 20)** 19.5

**SECTION II**

Each member of the Board of Selectmen will list their overall comments.

Are there any other or overall comments you wish to make on the following:

- a) strengths of the Town Manager,
- b) areas where improvement is needed,
- c) on other relevant aspects of the Town Manager's performance
- d) general managerial skills.

## **SECTION II**

### **COMMENTS:**

Andrew is always professional and respectful. He is always well prepared and ready to go. His vision is beyond the pale. He has moved our community forward in a manner that at one time I did not think was possible. He is a strong and effective leader and we are lucky to have him.

Andrew has strong leadership skills and applies them successfully. I do wish he'd look at the Board of Selectmen as a resource outside of our Monday meetings – individual members would certainly like to be more involved in a positive way with policy when appropriate.

The AAA bond rating says it all. Andrew is an excellent manager especially in the area of fiscal management and keeping the wheels of government moving at an accelerated pace. However, occasionally his passion gets in the way of including members of the board and public in the decision making process. His energy and strength can sometimes over power the process. I look forward to continue to work with the Town Manager on succeeding in making North Andover one of the jewels of the Merrimack Valley. He has accomplished a great deal in his five years.

In his five years as Town Manager for North Andover Andrew has guided this town to a strong financial position. The town has gone from little to no free cash to over \$11 million in free cash.

North Andover achieved the level of AAA bond rating in 2016. We have seen unprecedented development of the town's major facilities: A new fire station, school administration building and total renovation of town hall that has brought tremendous civic pride to our community.

Our IT infrastructure has improved by updating the town's website, moving to Google Apps, implementing a new town wide financial software and implementing a tool which allows town residents to report problems and seek resolution. We have brought five years of consensus budgets to town meeting, which have passed without even the smallest of changes. Collaboration among boards and departments is very positive. It is my firm belief that Andrew's management style, attention to detail and forward looking vision has been instrumental in guiding North Andover to a very good place. Thank you for your continued service to North Andover. Please know that you are appreciated.

## **SECTION III**

The Board of Selectmen will establish a policy statement for the upcoming fiscal year whereby the members of the Board of Selectmen will evaluate the Town Manager. The Chairman of the Board of Selectmen will compile the individual responses of each selectman into one comprehensive document that will be approved by the entire board.

Please list specific objectives you would like the Town Manager to achieve in the next year.

### **Economic Development**

Continued focus on downtown improvements. Develop Master Plan. Continue to seek ways to market North Andover to attract new businesses to the Town.

### SECTION III

#### **Municipal**

Continue to look forward – reorganize departments, etc. to be more cost efficient and productive. Keep moving forward with the Capital Improvement Plan. Balanced consensus budget. Maintain AAA bond rating. Continue to update the Facilities Master Plan and continue to execute against the existing plan. Begin working on updating the North Andover Master Plan Continue to seek ways to make town offices more “green” and energy efficient. Recodify key town documents. Mentor Police and Fire Chiefs. Continue to find ways to improve and streamline access to public processes and information. Report It! is a great example of this type of initiative. Continue to work on the town website to make it a first class destination for employees, residents and visitors to showcase North Andover. Continue to ensure that we are spending our technology dollars effectively and returning the most value back to the town for the dollars spent. Continue to work on all fiscal policies of running a lean but productive government. This is where he excels.


#### **Civic Relations**

Continue to work with Department of Public Works on the front line issues that are import to our citizens. It is what is noticed by our taxpayers. Enhance the Town and neighborhoods with new trees and replacement of trees. Protect the community with the over signage and message saturation on our streets. Work with police, fire, Board of Health and schools on substance abuse.

#### **School Department**

Continue to work with the School Department on addressing affordable ways to address school crowding and effective curriculum concerns.

12/19/2016  
Date

  
Signature of Selectman

  
Signature of Town Manager